

Make diversity and inclusion policy SMART

Formulating SMART goals for diversity and inclusion

Many organisations aspire to increase diversity and inclusion in the workplace. By formulating SMART goals, there is a greater chance of achieving them. This handout shows where the opportunities and challenges lie, and offers concrete recommendations and examples.

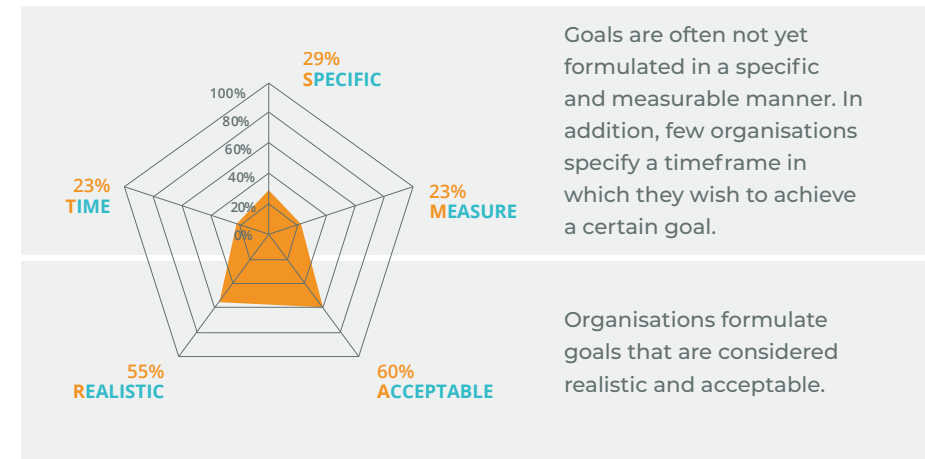
WHAT DO WE SEE IN ORGANISATIONS?

- » While some organisations (38%) indicate that they have achieved diversity goals, even more organisations (46%) confess that they have not achieved their goals or are en route to doing so.
- » A small number of organisations (16%) even state that they do not know whether any goals have been achieved.
- » Aspirations towards greater diversity amongst staff focus predominantly on inflow. In regard to throughflow and outflow, frequently no goals are set.
- » Organisations undertake action to improve inclusion but find it difficult to formulate concrete goals towards this end.

Source: Monitor Diversity Charter 2019. Regioplan, October 2020

HOW SMART ARE GOALS?

SMART = Specific, Measurable, Acceptable, Realistic and Time-bound



Goals are often not yet formulated in a specific and measurable manner. In addition, few organisations specify a timeframe in which they wish to achieve a certain goal.

Organisations formulate goals that are considered realistic and acceptable.

The percentages refer to the extent that organisations' goals meet SMART criteria
Source: Database Netherlands Inclusivity Monitor, December 2020



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How can you formulate SMART goals?

WHAT DOES SMART MEAN?

S	Specific	The goal includes a specific description of what you seek to achieve and who is responsible for this.
M	Measurable	The goal is formulated numerically so one can objectively assess whether it has been achieved.
A	Acceptable	The goal is deemed important by the parties involved and they are willing to commit to it.
R	Realistic	The goal should be feasible, and adequate resources and time must be available to achieve it along with an appropriate budget.
T	Time-bound	The goal should have a start date and end date, and it should be clear what needs to occur and in what order.

WHAT ARE THE RECCOMENDATIONS?

Communicate in clear language	Make sure all those responsible understand the goal. This will ensure that they know what needs to be done and that they can communicate clearly about execution of tasks.
Measuring is knowing	Identify the starting point through a baseline measurement. This allows you to evaluate the progress and provides objective knowledge as to when a goal has been achieved.
Everyone on board	It is essential that the goal is in line with the organisation's vision. Ensure it is supported by those involved.
Pursue challenging goals	Challenging goals yield greater effort, focus and perseverance. Interpret each step towards the goal as part of a learning process, even in the case of possible setbacks.
Divide long-term goals into stages	Use intervals to assess your progress. This will ensure that people keep up their spirits and that the effort is focused on achieving the goal within the intended time frame.

Align SMART diversity and inclusion goals with your vision

EXAMPLE OF AN ORGANISATION'S VISION

An organisation wants to reflect Dutch society and in this respect opts for increasing the ethnic and cultural diversity of its workforce.

	INFLOW	THROUGHFLOW
	<i>"We want to recruit more people with a migration background."</i>	<i>"We want to see ethnic and cultural diversity reflected in permanent employment and senior positions."</i>
S Specific	The recruitment committee will establish specific recruitment channels for all applications that we know will reach people with a migration background.	We will screen the selection criteria for all talent programmes and promotion tracks. We will indicate which skills are essential and what are other ways in which it is possible to develop them.
M Measurable	We recruit half of the candidates in the selection pool through these channels. We will keep track of the number of job applicants in this pool and will record where the new employee encountered the relevant vacancy.	When selecting candidates for talent programmes and promotion tracks, we define several ways in which someone can meet each criterion.
A Acceptable	The management board and middle management are involved and are supportive of this initiative.	When communicating about the talent programs and promotional processes, we make it clear that the quality criteria have remained the same.
R Realistic	We have allocated time and budget for the recruitment and selection committee.	We will ensure that the recruiters and selectors are trained to be as objective as possible.
T Time-bound	We will compile figures within two weeks after each round of applications to examine whether we have achieved our goal.	Every year we will identify whether other ways are used to assess and develop skills, and whether the diversity of participants has increased.

Note: The example focuses on ethnic and cultural diversity. The general recommendations apply to all dimensions of diversity.

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EXAMPLE OF AN ORGANISATION'S VISION

An organisation wants to reflect Dutch society and in this respect opts for increasing the ethnic and cultural diversity of its workforce.

	OUTFLOW	INCLUSION
	<i>"We want to verify whether there is a faster or more frequent outflow of staff with a migration background."</i>	<i>"We want to ensure that all employees have the feeling that they belong and can be themselves."</i>
S Specific	We will ascertain the reasons for employee departures with an exit survey. Once a year, we will send an anonymous questionnaire to everyone who has left during that year.	Every year we will offer all managers in the organisation a training in which they learn specific leadership behaviors that contribute to creating an inclusive work environment.
M Measurable	We identify the starting situation and monitor the outflow figures. We will include a question about ethnic and cultural background in the questionnaire and ascertain the reasons for their departure.	Our aim is to ensure that 50% of all managers attend at least one training course.
A Acceptable	Both the board, management and HR department support the study. We will communicate to departing employees that their responses will be processed anonymously.	Training attendance will be voluntary. On the intranet, we will communicate that the training course is important for the organisation's performance.
R Realistic	The HR staff member will be instructed to distribute questionnaires and to identify reasons for departure. This will be included in the standard job description.	Time will be set aside in managers' schedules to enable them to attend the training.
T Time-bound	After one year, we will examine the departure reasons of people with a migration background and whether this differs significantly from people without a migration background. We will report our findings to the board, management and HR department.	We will achieve these results within one year. To this end, every month we will monitor how many managers have already participated in the training.

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